

Theda Clark Medical Center
130 Second Street
Neenah, WI 54956
(920) 729-3100

Type: GMS
Control: Other Not for Profit
Fiscal Year: 01/01/02 to 12/31/02

County: Winnebago
Analysis Area: Lake Winnebago (3)
Volume Group: 6

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	56.9%	57.4%	0.99	54.1%	1.05	58.9%	0.97	63.4%	0.90
Obstetrics	41.0%	39.6%	1.04	40.5%	1.01	37.0%	1.11	37.3%	1.10
Pediatrics	. %	48.0%	.	29.1%	.	71.9%	.	. %	.
Total hospital	56.8%	55.9%	1.02	51.9%	1.09	54.5%	1.04	55.4%	1.02
Average Census (Patients)									
Adult medical-surgical	53.5	30.4	1.76	23.6	2.27	46.2	1.16	55.8	0.96
Obstetrics	9.4	3.9	2.44	3.7	2.56	7.1	1.32	8.6	1.10
Pediatrics	0.0	1.8	0.00	0.8	0.00	7.0	0.00	0.0	.
Total hospital	94.3	55.4	1.70	44.3	2.13	95.6	0.99	109.2	0.86
Average Length of Stay (Days)									
Adult medical-surgical	3.5	3.9	0.89	3.6	0.96	3.9	0.89	3.7	0.93
Obstetrics	2.9	2.4	1.23	2.4	1.22	2.5	1.19	2.8	1.04
Pediatrics	.	2.4	.	2.0	.	2.4	.	.	.
Total hospital	4.2	4.3	0.97	4.0	1.04	4.2	0.99	4.5	0.92
Surgical Operations									
Inpatient	3,813	1,424	2.68	1,403	2.72	2,628	1.45	3,720	1.03
Outpatient	9,030	3,187	2.83	4,482	2.01	6,440	1.40	8,025	1.13
Inpatient as % of all surgeries	29.7%	30.9%	0.96	23.8%	1.25	29.0%	1.02	31.7%	0.94
Outpatient Visits									
Non-emergency visits	52,113	75,046	0.69	51,093	1.02	146,359	0.36	42,287	1.23
Emergency visits	18,687	14,086	1.33	12,245	1.53	23,160	0.81	18,074	1.03
Full-time Equivalents (FTEs)									
Administrators	27.0	14.8	1.82	15.8	1.71	27.8	0.97	29.5	0.92
Nurses, licensed	184.4	160.1	1.15	116.5	1.58	263.7	0.70	189.6	0.97
Ancillary nursing personnel	85.6	54.3	1.58	30.8	2.78	97.2	0.88	68.5	1.25
All other personnel	405.7	384.2	1.06	295.7	1.37	661.5	0.61	380.0	1.07
Total FTEs	702.6	613.5	1.15	458.8	1.53	1050.2	0.67	667.5	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.0	14.6	1.09	16.4	0.98	15.4	1.04	16.6	0.97
Nurses, licensed	109.1	157.9	0.69	120.8	0.90	146.0	0.75	106.4	1.03
Ancillary nursing personnel	50.7	53.6	0.95	31.9	1.59	53.8	0.94	38.5	1.32
All other personnel	240.1	378.9	0.63	306.4	0.78	366.2	0.66	213.3	1.13
Total FTEs	415.9	605.0	0.69	475.4	0.87	581.4	0.72	374.7	1.11

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	166	Health maintenance		Beds set up and staffed	0	Bassinets	25
Discharges	8,223	organization (HMO)	Yes	Discharges	0	Total births	1,118
Inpatient days	34,415	Preferred Provider		Inpatient days	0	Newborn days	2,187
		organization (PPO)	Yes				

Theda Clark Medical Center
Neenah

Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 12/31/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)

General Medical-Surgical:							
Adult medical-surgical, acute	1	94	5,593	19,530	56.9%	53.5	3.5
Orthopedic	2	0	0	0	. %	0.0	.
Rehab. and physical medicine	1	16	293	3,245	55.6%	8.9	11.1
Hospice	2	0	0	0	. %	0.0	.
Acute long term care	3	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	4	0	0	0	. %	0.0	.
Obstetrics	1	23	1,169	3,440	41.0%	9.4	2.9
Psychiatric	1	12	792	2,109	48.2%	5.8	2.7
Alcoholism/chemical dependency	2	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	2	0	0	0	. %	0.0	.
Cardiac intensive care	2	0	0	0	. %	0.0	.
Pediatric intensive care	4	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	1	15	911	5,326	97.3%	14.6	5.8
Step-down (special care)	1	6	370	765	34.9%	2.1	2.1
Neonatal intensive/intermediate care	4	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	3	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.

Note: data should be used only in rows; do not summarize columns.

* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE

Administrators/asst. administrators	27	0	27.0	Radiological services personnel	49	10	54.3
Physicians and dentists	3	0	3.0	Occupational therapists	6	12	11.0
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	4	1	4.7
Registered nurses	81	166	170.2	Physical therapists	11	9	15.2
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	2	3	3.8
Licensed practical nurses	7	14	13.0	Recreational therapists	1	3	2.5
Ancillary nursing personnel	49	75	85.6	Psychologists	1	0	1.0
Physician assistants	0	0	0.0	Social workers	1	9	3.0
Nurse Practitioners	0	2	1.2	All other health professionals	15	32	30.5
Medical records personnel	31	43	50.3	All other personnel	135	103	182.4
Pharmacy personnel	13	6	16.0	-----			
Clinical laboratory personnel	15	26	28.2	TOTAL	451	514	702.6

Thecla Clark Medical Center
Neenah

Income Statement

Gross patient revenue	\$154,381,711
Less deductions	50,408,375
Net patient revenue	103,973,336
Plus other revenue	2,756,299
Total revenue	106,729,635
Less expenses	99,618,094
Nonoperating gains/losses	1,289,845
Net Income	\$8,401,386

Assets

Cash and cash equivalents	\$2,175
Net Patient receivables	18,333,685
Other receivables	1,198,642
Land, bldgs and equip: Net	80,370,404
Other assets	775,646
Total Assets	\$100,680,552

Liabilities and Fund Balances

Current liabilities	\$3,090,314
Long-term debt	22,598,428
Other liabilities	167,227
Subtotal	25,855,969
Unrestricted fund balance	74,824,583
Total liabilities & fund balance	\$100,680,552
Restricted fund balances	\$0

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [\$54,110,470]	35.0%	41.7%	0.84	42.0%	0.83	38.9%	0.90	37.6%	0.93
Medical Assistance [\$10,439,886]	6.8%	9.0%	0.75	5.7%	1.18	9.9%	0.68	6.9%	0.98
Commercial [\$82,178,470]	53.2%	43.2%	1.23	48.4%	1.10	46.4%	1.15	51.2%	1.04
All other [\$7,652,885]	5.0%	6.1%	0.81	3.8%	1.30	4.7%	1.05	4.3%	1.14
Deductions as % of Total Gross Patient Revenue									
Medicare [\$23,945,411]	15.5%	23.7%	0.65	19.7%	0.79	23.7%	0.66	16.0%	0.97
Medical Assistance [\$5,785,283]	3.7%	6.0%	0.63	3.5%	1.08	6.5%	0.58	3.3%	1.14
Commercial [\$16,584,789]	10.7%	9.4%	1.14	9.9%	1.09	11.7%	0.92	8.4%	1.27
Charity care [\$1,759,944]	1.1%	1.2%	0.94	0.8%	1.35	0.9%	1.23	1.1%	1.08
All other [\$2,332,948]	1.5%	1.4%	1.06	0.4%	3.70	1.4%	1.08	1.0%	1.52
Total deductions [\$50,408,375]	32.7%	41.7%	0.78	34.3%	0.95	44.2%	0.74	29.8%	1.10
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	2.6%	5.1%	0.51	3.0%	0.86	8.1%	0.32	1.6%	1.59
Net gains/losses as % of net income	15.4%	5.3%	2.90	17.3%	0.89	7.0%	2.20	24.9%	0.62
Expenses as % of Total Expenses									
Salary/fringe benefit[\$54,028,229]	54.2%	47.8%	1.14	51.6%	1.05	46.6%	1.16	52.9%	1.03
Supplies and services[\$30,176,421]	30.3%	40.5%	0.75	35.5%	0.85	41.6%	0.73	34.2%	0.89
Capital component [\$12,263,444]	12.3%	8.7%	1.41	10.5%	1.18	8.7%	1.41	10.3%	1.20
Bad debt [\$3,150,000]	3.2%	3.0%	1.06	2.4%	1.33	3.1%	1.01	2.6%	1.20
Fiscal Statistics									
Operating margin	6.7%	6.1%	1.10	5.0%	1.34	7.1%	0.94	6.3%	1.05
Total hospital profit margin	7.8%	6.4%	1.22	5.9%	1.31	7.6%	1.03	8.2%	0.94
Return on equity	11.2%	10.0%	1.12	8.5%	1.31	11.1%	1.01	15.0%	0.75
Current ratio	6.5	2.5	2.57	2.9	2.25	2.3	2.81	5.6	1.17
Days in net patient accounts receivable	64.4	57.8	1.11	61.8	1.04	66.1	0.97	.	.
Average payment period	12.4	52.6	0.24	40.5	0.31	53.9	0.23	15.1	0.82
Equity financing	74.3%	56.2%	1.32	63.1%	1.18	60.2%	1.23	67.8%	1.10
Long-term debt to equity ratio	0.3	0.5	0.64	0.4	0.67	0.4	0.77	0.4	0.74
Times interest earned	4.1	5.0	0.81	4.2	0.96	5.8	0.71	5.2	0.78
Total asset turnover	1.1	0.9	1.20	0.9	1.18	0.9	1.21	1.2	0.88
Average age of plant: years	7.4	9.5	0.78	8.3	0.90	9.8	0.75	8.6	0.87
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	9.8%	.
Output gross rev (% of total gross pt. rev)	44.2%	44.1%	1.00	55.1%	0.80	46.2%	0.96	38.7%	1.14
Net Revenue Statistics									
Inpatient net revenue per discharge	\$7,171	\$7,870	0.91	\$6,169	1.16	\$7,095	1.01	\$6,864	1.04
Inpatient net revenue per day	\$1,713	\$1,834	0.93	\$1,587	1.08	\$1,690	1.01	\$1,514	1.13
Outpatient net rev per visit	\$636	\$343	1.85	\$484	1.31	\$316	2.01	\$606	1.05